THE STANDARDIZATION NEWSLETTER

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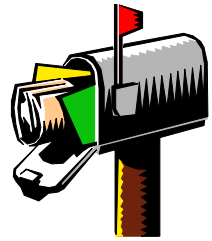
MESSAGE FROM THE CHAIRMAN, DEFENSE STANDARDS IMPROVEMENT COUNCIL



MILSPEC REFORM -- MORE THAN JUST A PAPER EXERCISE

We continue to make good progress in our MilSpec reform efforts. The Military Departments and Agencies are aggressively scrubbing their solicitations to ensure requirements are stated in terms of performance. Industry reaction indicates they are beginning to see a change in the way the DoD does business. Since June 1994, we have canceled over 1600 detailed military and federal specifications and standards, while increasing the number of commercial and performance documents to over 26 percent of the documents in the DoD Index of Specifications and Standards.

Such progress is notable, but I am increasingly concerned that some people in the DoD and industry view the MilSpec reform efforts as a paper exercise intended to continue "business as usual" under a different document label. The heart of MilSpec reform is not merely to "fix" the specifications and standards --- although that is obviously a part of the effort --- but a challenge of the acquisition processes and practices reflected by the documents. While the end result may be replacement with a non-government standard, performance specification, commercial item description, or handbook, the goal of MilSpec reform is not to relabel documents but to reengineer fundamental processes and practices, and eliminate the non-valued added ones.

When the Defense Standards Improvement Council, either collectively or as individual members, reviewed nearly 1700 military standards, it was rarely with the view of "fixing" the document. The types of questions we asked were, "Why do we do that at all?" "Can the process be simplified?" "Do we need to maintain the same past degree of control?"

"Can't this be addressed by a short performance requirement in the contract?" "Aren't there commercial practices available?" Answers to these questions often obviated the need for a requirements document or opened up opportunities for simplification of the document.

With the above as background, we've been chagrined to see some standards, which the Council decided to retain pending a reengineering of the process, emerge as drafts that are twice as long and complex as the document they are replacing. In addition, when the Council decided to cancel many of the management-type standards or capture the information in "for guidance only" handbooks, the issue wasn't the form of documentation, but the whole notion of whether the Department of Defense should continue dictating to industry and program offices how to manage their programs. Efforts now underway to transform some of these documents into non-government standards that would primarily or exclusively be used by the DoD and not commercial industry missed the point of MilSpec reform.

Similarly, when we witness the issuance of commercial item descriptions (CIDs) that are nearly as detailed and complex as the military specifications they replace, it's apparent that the replacement effort was viewed as a mere redesignation rather than a fundamental shift in the way requirements are stated and conformance determined. The underlying premise of using market research to develop the performance requirements to define a range of commercially acceptable items, and using alternative quality conformance techniques, such as market acceptance, bid samples, and certification, fundamentally separates CIDs from military specifications in approach, intent, and appearance.

With all of the new directions that have come out over the past year, it's easy to lose sight of the goals and focus on procedures and formats. We must challenge how requirements were defined in the past era of large defense budgets that were capable of supporting a defense-unique industrial base. We must reevaluate yesterday's fundamental attitudes and assumptions that drove acquisition practices, and abandon or restructure them based on today's and tomorrow's declining resources and changing environments and capabilities. Only by fully understanding and embracing the underlying goals and reasons for our MilSpec reforms will we be able to meet the spirit behind these efforts.

"EPIC VI" GOVERNMENT-INDUSTRY STANDARDS CONFERENCE RESCHEDULED FOR MARCH 4-6

As those of you who planned to attend the January 9-11, 1996, Government-Industry Conference in Baltimore already know, it was canceled by a snow storm of historic proportions that hit the east coast. This conference has been rescheduled for March 4-6 at the same location. The conference administrator, the National Fire Protection Association (NFPA), has sent confirmation letters to all of you who had registered for the conference, giving you the new dates and other information. If you haven't received your confirmation letter, need to cancel your registration, or would like to register, contact **Anna Thompson** of NFPA at (617) 984-7310. Whether you're in government or industry, if you use or are affected by standards, this will be one of the most important conferences in 1996 to provide information on

future government direction for the development and use of non-government standards, and the impact on industry.

MORE SPECS AND STANDARDS REFORM ACHIEVEMENTS

The following examples of Program Manager activity occurred over the last year and resulted in reducing the use of military specifications and standards on Acquisition Category (ACAT) Program solicitations and in writing performance specifications.

PEO (SUB) Advanced Submarine Tactical ESM Combat System (ASTECS) Program

ASTECS is a minimally manned, passive receiving Electronic Warfare Support Measures system capable of automatic direction finding, acquisition, identification, and localization of radar and communication signals. ASTECS is primarily designed for installation onboard the New Attack Submarine. There is potential for backfit onboard SEAWOLF and SSN688 Class submarines.

The Program Manager made significant progress in reducing the number of military unique specifications and standards associated with the ASTECS Program. The reduction was made as a result of Program Office technical review and building on the reductions already made in thePhotonics Mast Program. The ASTECS program solicitation Statement of Work (SOW) and specification initially cited 105 military specifications and standards. After review, 40 documents were eliminated, 30 were replaced with commercial specifications, and 35 were retained as essential to the program. Additionally, the SOW and system specification for the ASTECS development were written in performance terms.

The rationale for retaining the military specifications and standards was approved by the Milestone Decision Authority (MDA) who allowed the use of these documents during the Engineering and Manufacturing Development phase of the program. The justification for the use of the waived military specifications and standards included the following broad categories:

1. Requirements dictated by shipboard operating environment.

2. System must be operated and maintained within Navy/DoD support infrastructure and is necessary for adequate life cycle support planning.

3. Best industrial practice or approach.

4. Required for security of information processed.

In addition to reducing the use of military specifications and standards in the solicitation and writing requirements in performance-terms, Integrated Product and Process Teams accomplished other streamlining efforts of removing unnecessary or low value added contract clauses and contract deliverables prior to the RFP release.

Savings from Conversion to Commercial Specifications

The Defense Personnel Support Center, Philadelphia, recently reported significant savings in two areas--Subsistence and Medical. Following are several examples of savings:

Subsistence

Conversion to a Commercial Item Description (CID) for canned ham saved nearly $400,000 during a six month period.

Conversion of even one area, such as packaging requirements, can result in considerable savings. For example, changing packaging requirements on the Flameless Ration Heater, furnished as part of the Meal Ready to Eat, to allow for commercial shipping containers in lieu of government requirements resulted in savings of over $216,000 over three contracts.

Medical

The last MilSpec purchase of an Examining Table cost an average price of $775. The recent CID purchase was a long term contract awarded in FY 1992, at a unit price of $559. This resulted in savings of $28K for FY 1995, $175K for FY 1994, and $33K for FY 1993 for a total savings of $235,156 (figures not adjusted for inflation).

Conversion from MilSpec to CID for Insulin Syringe and Needle units produced savings of over one million dollars. The average price of 1/2 ml syringe in FY 1986 and 1987, using a MilSpec, was $5.66. CID buys from FY 1988 to FY 1994, cut the cost to an average price of $3.98--a savings of $637K. The average price of a MilSpec buy for a 1 ml syringe from FY 1985 to FY 1987 was $4.91. CID buys from FY 1988 through FY 1994, same syringe, were $3.65, for a savings of $1,218,298.

By going commercial, total savings to date are $1.85 million (figures not adjusted for inflation). Good work Defense Personnel Support Center, Philadelphia!

740 Detailed Requirements Dropped for Navy's F414-GE-400 Engine

A team of Navy and General Electric Aircraft Engine (GEAE) personnel have been reviewing the draft RFP for the F414 LRIP for several months, and have made significant progress in reducing the number of government requirements included in the draft. The initial draft included over 870 government requirements including MilSpecs, MilStds, FAR and DFAR clauses, Instructions, and Directives. The latest version of the draft has been reduced to less than 130 requirements. Additionally, the original draft included 167 CDRL items, now reduced to 69. This activity is consistent with the Navy's activities in acquisition streamlining and implementing **Secretary Perry's** reform initiative, as well as GEAE's own activities for increased commercialization in its government contracting. The joint Navy and GEAE team has made this progress through the IPT approach, and all parties agree that product integrity will not be compromised by this streamlining effort.

Worth Repeating

"Wars may be fought with weapons, but they are won by men."

GEN George S.Patton

"Better to ask twice than to lose your way once."

Danish Proverb

"The only thing new in the world is the history you don't know."

Harry S. Truman

GOVERNMENT HUMOR OR HOW MILSPECS LIVE FOREVER

The US standard railroad gauge (distance between the rails) is 4 ft 8 1/2 in. (1.44 m). That's an exceedingly odd number. Why was that gauge used? Because that's the way they built them in England, and the US railroads were built by English expatriates.

Why did the English build them like that? Because the first rail lines were built by the same people who built the pre-railroad tramways, and that's the gauge they used.

Why did "they" use that gauge then? Because the people who built the tramways used the same jigs and tools as "they" used for building wagons, which used that wheel spacing.

OK! Why did the wagons use that wheel spacing? Well, if they tried to use any other spacing the wagons would break on some of the old, long distance roads, because that's the spacing of the ruts.

So, who built these old rutted roads? The first long distance roads in Europe were built by Imperial Rome for the benefit of their legions. The roads have been used ever since. And the ruts? The initial ruts, which everyone else had to match for fear of breaking their wagons, were first made by Roman war chariots. Since the chariots were made by or for Imperial Rome they were all alike in the matter of wheel spacing (ruts again).

Thus, we have the answer to the original question.

The United States standard railroad gauge of 4 ft 8 1/2 in. derives from the original military specification (MilSpec) for an Imperial Roman army war chariot. MilSpecs (and bureaucracies) live forever!

(Author Unknown)

WELCOME NEW ARMY STANDARDS IMPROVEMENT EXECUTIVE

On January 11, 1996, **Mr. Dale G. Adams**, the Army's Principal Deputy for Acquisition, Headquarters, US Army Materiel Command, was appointed as the new Army Standards Improvement Executive replacing **Dr. Kenneth Oscar Mr. Adams** will lead and direct the Army's continuing implementation of the Blueprint for Change for military specifications and standards reform and serve as the Army member of the Defense Standards Improvement Council. He will keep the Deputy Assistant Secretary of the Army for Procurement fully informed of progress and issues, including quarterly progress briefings. We are pleased to have **Mr. Adams** join the Council. He brings a wealth of experience to the assignment. Prior to his appointment at HQ, AMC, he served as PEO Field Artillery Systems, where he was responsible for management of Sense and Destroy Armor (SADARM), Crusader, and the Paladin/Field Artillery Ammunition Support Vehicle (FAASV), all located at Picatinny Arsenal. His resume lists exciting leadership positions held since his arrival as an Ordnance Officer at Picatinny Arsenal in 1961. After release from the military in 1963, he joined the Federal civilian ranks. His honors include appointment as Senior Executive Fellow at Harvard University, John F. Kennedy School of Government in 1980, followed in 1984 by the completion of the Executive Program for National and International Security at the Kennedy School. He is a recipient of the Meritorious Civilian Service Award. A native of Pennsylvania, **Mr. Adams** graduated from Lafayette College, and received his Master's Degree from the New Jersey Institute of

Technology. Welcome to the Defense Standardization Program, **Mr. Adams!**

DEPARTMENT OF DEFENSE (DoD) SINGLE PROCESS INITIATIVE

The DoD is placing strong emphasis on implementing a Single Process Initiative--a key element of acquisition reform. The objective is to allow industry to standardize process requirements on a facility basis, where it makes good business sense. Contractors are encouraged to propose their own processes based on non-government specifications, standards, or industry best practices that meet the intent of military specifications or standards. For industry, this provides an opportunity to re-engineer management and manufacturing processes to reduce cycle time and achieve quality through design.

Notices were published in Commerce Business Daily and the Federal Register during September, 1995, encouraging industry participation. **Dr. Paul Kaminski**, Under Secretary of Defense for Acquisition and Technology, and DoD acquisition executives have encouraged field level acquisition officials to be receptive to industry requests to pursue this approach. On December 6, 1995, **Secretary of Defense William Perry** (see our Web home page) announced a new policy to facilitate the implementation of the single process approach on existing contracts using an expedited block change. See the Web home page for a copy of **Dr. Kaminski's** December 8, 1995, letter providing guidance for making block changes to existing contracts to unify management and manufacturing requirements of those contracts on a facility-wide basis, wherever such changes are technically acceptable to the government.

This approach will allow streamlined implementation on a facility-wide, rather than a contract by contract basis. The DoD's emphasis on the Single Process Facility approach was underscored in SECDEF and USD(A&T) memos to the Military Departments in December, as well as in individual letters to CEOs of the top 30 defense contractors (see our Web home page). The Defense Contract Management Command (DCMC) has the lead to implement this and has directed that management councils be established at all key contractor facilities. This should help to improve government and industry communication, and expedite implementation of single processes in facilities. A senior level OSD/Joint Service/DCMC Steering Group has been established to eliminate barriers and facilitate implementation of the common process approach.

A number of DLA Reinvention Lab contractors have already shown impressive results in implementing the single process facility. Across the Department, this effort should yield myriad benefits, including:

- integration of defense and commercial manufacturing processes and facilities
- better quality
- lower cost
- faster delivery
- improved competitiveness of defense contractors

(Frank Doherty/OSD/703-695-2300)

DO YOU KNOW?

How long is the US-Canadian border?
(3,987 miles)

US ELECTRICAL/ELECTRONIC STANDARDS GOING METRIC

The Institute of Electrical and Electronics Engineers (IEEE) Standards Board has decided on a plan which will introduce metric units into its standards, but does not require metric products to be substituted for inch-pound products. According to the plan, proposed new IEEE standards and revised standards shall include metric units after January 1, 1996, although inch-pound units can still be used. This will give rise to use of dual units temporarily.

After January 1, 1998, all proposed new standards and revised standards may include the inch-pound units where necessary, but, preference will be given to metric units. Thus, the dual measurement system will begin to be phased out.

Finally, after January 1, 2000, proposed new standards and revised standards will use only the metric system in the main body of the text. The inch-pound system may be used in footnotes and information appendices, where explanations may be needed. The IEEE foresees that some exceptions may be considered on a case-by-case basis. For example, where a mechanical fit to an inch-based product is required, plugs and sockets are to be excepted. (John Tascher/SPD/703-681-9340)

MIGRATION OF LEGACY DIGITAL DATA ACCELERATED

The migration of data from Digital Storage and Retrieval Engineering Data System (DSREDS)/Engineering Data Computer Assisted Retrieval System(EDCARS) to Joint Engineering Data Management Information and Control System (JEDMICS) is accelerating. Three Army sites and two Air Force sites are currently migrating their data, with each of the sites at different stages of the process.

In the Army, Rock Island Arsenal, at Rock Island, Illinois; Communications Command (CECOM) at Fort Monmouth, New Jersey; and Missile Command (MICOM) at Huntsville, Alabama, are aggressively pursuing their migration efforts. Rock Island Arsenal has finished the migration of its active file of 1.1 million images; CECOM has completed the on-line migration of over 400,000 images; and MICOM is beginning off-line migration in anticipation of receiving their JEDMICS production system in 1996. In the Air Force, both Robins Air Force Base, Georgia, with over 800,000 images migrated, and Tinker Air Force Base, Oklahoma, with over 140,000 images migrated, are well on their way towards completing migration of their legacy data.

Once the sites have loaded critical data into JEDMICS through their migration efforts, greater opportunities for savings kick in. The data needed to build technical data packages is now truly available through on-line, concurrent workstation access, provided by the client/server architecture of JEDMICS. The next step is to make the system accessible to larger user populations. More logisticians, item managers, repair personnel, and engineers at both JEDMICS sites and remote locations who perform functions requiring engineering data will have JEDMICS access in their work area. These two complementary factors, loading and expanded connectivity, are the backbone of the DoD's efforts to streamline the work processes and reduce operating costs. (Reprinted with permission from **PRC, Inc**--for more information about JEDMICS, contact **Joe Kigin** at 703-620-8794)

QUESTIONS & ANSWERS ON DOD MILSPEC REFORM POLICIES AND PROCEDURES

1. What am I supposed to do about canceled standardization documents which are cited in current contracts?

ANSWER: For existing contracts, cited specifications and standards remain in effect, whether canceled or not, unless there is a contract change. However, the Under Secretary of Defense for Acquisition and Technology [USD(A&T)] is encouraging defense contractors to seek changes to extant contracts to modify, or remove, non-value added procedural requirements imposed by military or federal specifications and standards. Furthermore, the USD(A&T)'s December 8, 1995, "Single Process Initiative" memo (see our Web home page) encourages contracting officers and program managers to rapidly evaluate such proposals and, wherever practicable, to approve them on a no-cost, block change basis.

2. MIL-STD-XXX was canceled without replacement. How do I find out which non-government standard to cite in lieu of MIL-STD-XXX?

ANSWER: The impetus behind the cancellation of many military standards is the Secretary of Defense's mandate to change the way we do business. It is nowDoD policy that, wherever possible, requirements will be stated in terms of performance, and the contractor will be allowed to use any processes which yield a satisfactory product. In those instances where a military standard has been canceled without replacement, it is because the Defense Standards Improvement Council concluded that it is an inappropriate topic for a contractually-binding relationship between the Government and its contractors. Thus, no non-government standard was adopted as a replacement, and no substitute statement of the requirement (such as a locally prepared 'report,' statement of work language, a contract clause, or language in the system specification) should be included in the solicitation or contract.

3. I'm working on an upcoming ACAT (or AIS) program solicitation and discover that a document which is essential to this acquisition has been canceled. What can I do?

ANSWER: The objective of ongoing "cancellations without replacement" is to eliminate military specifications no longer needed for procurement actions and those military standards which are antithetical to Dr. Perry's mandate. Nevertheless, during this period of accelerated document review and disposition, it's possible that standardization documents may be canceled though still needed for new designs orreprocurements.

While the intent is to not use canceled documents, DoD policy does not prohibit their use. In certain circumstances, use of a canceled document may be the sole technically-sound course of action.

The waiver procedures published by the Standards Improvement Executives (SIEs) to implement Policy Memo 95-1 can be used to obtain approval to cite canceled specifications and standards in Acquisition Category Programs I-IV and designated Automated Information System Program solicitations.

The Departmental Standardization Offices (DepSOs) will track waivers granted for canceled documents. If a canceled document is repetitively waived for use, the cognizant SIE will consider permanent reinstatement of the document.

4. Can Technical Data Packages (TDPs) which cite canceled standardization documents be used to support reprocurements?

ANSWER: DoD policy is that all acquisitions, including reprocurements, be performance-based to the greatest extent possible. Nevertheless, the Council recognizes that today most TDPs contain detailed specifications, as well as, canceled specifications and standards.

If your Component SIE has established a requirement that TDPs must be "scrubbed" prior to use in a reprocurement, then a waiver must be obtained to cite a canceled standardization document. In any case, verifying the validity and currency of all specifications and standards cited in a TDP prior to its use is the preferable course of action.

Where workload does not permit "scrubbing" each TDP prior to a reprocurement action, buying activities should develop and use solicitation and contract clauses that would encourage bidders and the winning contractor to propose alternatives to any requirements imposed by canceled documents cited in TDPs.

5. I have developed a performance specification that cites a test method standard to verify compliance with a performance requirement. Since test method standards require a waiver for use, do I have to get a waiver to use a performance specification that cites a test method standard?

ANSWER: No waiver is required to cite the test method standard in a performance specification. A waiver would only be required to cite it in a solicitation. Before a performance specification is approved, it must undergo a stringent approval process consistent with Policy Memo 95-2A. Part of the authorized performance specification certifier's responsibility is to ensure that the test requirements are not excessive and are necessary to determine conformance to performance requirements. Once a performance specification has been certified, it is tantamount to authorizing the use of that test method standard without the need for additional waiver.

6. If I submit a waiver to cite a military specification in a solicitation as a requirement, don't I also have to seek a waiver for all the tiered references?

ANSWER: No. Before the Milestone Decision Authority (MDA) grants a waiver, the tiered references must be taken into consideration, but separate waivers are not necessary. If the MDA approves the document without restrictions, the implication is that the tiered references are also waived. However, the MDA often requires that the document be tailored to remove unnecessarily restrictive requirements and references, thus in effect denying the use of certain tiered references.

7. Can inactive for new design specifications and standards be referenced in active documents that will be used in new design?

ANSWER: Generally no. If we are trying to phase out certain parts or processes, then it doesn't make much sense to perpetuate or spread their use by citing inactive documents in specifications and standards that may be used in new designs. However, there is one major exception, and that is to accommodate an interface or interoperability requirement. For example, we might develop a commercial item description (CID) for a spark plug where one of the requirements is that the spark plug can be inserted in the cylinders of certain older model engines defined by inactive for new design specifications, in addition to newer models of

engines. Such use of an inactive for new design specification would be appropriate since the spark plug will be used in both new and existing engine designs. But if the CID required the use of inactive materials or terminal designs, this would be an inappropriate use of an inactive for new design specification both from the standpoint of dictating "how-to" designs and obsolete materials and parts.

UPCOMING MEETINGS

MARCH 24-28, 1996

41st International Society for the Advancement of Material and Process Engineering (SAMPE) Symposium and Exhibition, Anaheim Convention Center, Anaheim, CA.

The theme is "Materials and Processes Challenge: Aging Systems, Affordability, Alternative Applications." 175 papers will be presented in 40 sessions. Over 7,500 attendees are expected. For information, contact **Dr. Charles Hamermesh**, SAMPE, at 818-331-0616, Ext. 602.

APRIL 1-3, 1996

Society of Logistics Engineers (SOLE) Government and Industry Conference, Doubletree Hotel, Arlington, VA.

The theme is "Meeting the Challenges of Defense Acquisition Reform." Contact **Glenn Wisbey** at SOLE at 301-459-8446 for cost and conference details.

MAY 20-23, 1996

ADPA 36th Technical Information Symposium (TIS), Wyndham Harbour Island Hotel, Tampa, FL.

The theme is "Managing Technical Information in the Global Environment." The symposium will feature plenary addresses from government, industry/commercial, and international organizations. Tutorials will be presented on Specifications and Standards, Data Management Specifications, Commercial Configuration, Data Management, Handbook 61, and Engineering Drawings/MIL-STD-100. Professional certification opportunities (prep course and final exams) will be held. **Contact ADPA for information at 703-522-1820**

OSD POLICY MEMORANDA

Here is a listing of 1995 Policy Memos issued by the Standardization Program Division:

95-1 Waivers for Use of Specifications and Standards

95-2A Processing Performance Specifications

95-3 Implementation Plan for Transition of preparing Activity Responsibilities to the Defense Logistics Agency (DLA)

95-4 Digitized Database of Standardization Documents

95-5 Specifications and Standards Acquisition Reform Initiative -- Measuring Our Progress

95-6 Processing DoD Standards and Handbooks

95-7 Deletion of "QUALIFICATION OF FOREIGN-MADE PRODUCTS" Paragraph (Paragraph K), Appendix B, of DoD 4120.3-M

95-8 DD Form 1585, Standardization Project Transmittal Sheet (The policy memo, new DD Form 1585, and instructions for completion are available on the Web home page. The form is also electronically available from the DoD Forms Program at the following URL:) **http://web1.whs.osd.mil/icdhome/FORMS.HTM**

95-9 International Standardization Agreements

95-10 Standardization Project Justification Determination

95-11 Performance MS and AN Sheets

Copies are available from the Web home page (see the Subscription Column of this Newsletter for our Web home page information. Keep your copies current!
(Sharon Strickland/SPD/703-681-9340)

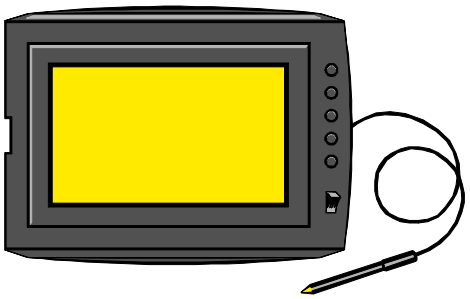
EDITOR'S CORNER

Web Home Page Success

The Internet continues to be the major communication tool used by our office to keep readers informed of the happenings in the Defense Standardization Program. Our Webmaster, at the Pentagon, advised our Webspinner, **Joseph Delorie**, that the Web home page is one of the most frequently visited sites on the Internet. We are the most frequently visited subpage to the Web home page, which is in the top 5% of over eight million sites. Recent counts indicate we are taking over 500 hits per week (2,000+ a month). Readers should inform others of our Internet site. Our Web home page also has links to other hot home pages!

Congratulations!

Best wishes to **Gary M. Kralik**, a senior materials engineer, at the Naval Facilities Engineering Command Standards Office, Port Hueneme, CA, on his appointment to a three year term as a member of the ASTM Board of Directors.



SUBSCRIPTIONS

The Standardization Newsletter is issued quarterly, prepared and published by the OASD (Economic Security), Standardization Program Division. Single copies are sent free of charge to those on our mailing list. All editions are posted on our Defense Standardization Program Web home page, where they can be viewed or downloaded. The Web home page can be reached using a Web browser, such as Mosaic or Netscape, and entering the following location address (also referred to as a "URL"):

http://www.acq.osd.mil/es/std/stdhome.html

The Standardization Newsletter keeps our community aware of actions taking place, conference/seminar/meeting schedules, training information, and personnel changes. We welcome related articles!

Mail articles to ***The Standardization Newsletter*** Editor, **Sharon Strickland**, using the address on the front page. Requests to be added to the mailing list and address changes should be faxed immediately to the Editor at 703-681-7622 or DSN 761-7622.

AIR FORCE MOVING OUT ON SPECIFICATIONS AND STANDARDS TRAINING--"THE NEW WAY"

To implement **Secretary Perry's** Directives, the Air Force Materiel Command (AFMC) acquisition workforce must be trained correctly to ensure that consistent specifications and standards acquisition processes are deployed within each center. These processes apply to both Program Executive Officer and Designated Acquisition Commander programs. As expected, the AFMC Center Commanders, in cooperation with the AF Standards Improvement Executive (SIE), constitute the linchpins to effective implementation and acceptance of the military specifications and standards reform (MSSR) program. Without the Center Commanders "buy-in" or support of the MSSR initiatives, issues such as Request for Proposal (RFP) preparations and scrubs, or program waiver processes would be unworkable. Additionally, these Commanders oversee their Centers' Standardization Management Activities' (SMAs) review of the assigned military specifications, standards, and data item descriptions (DIDs), as well as the required follow-on actions.

To augment the training responsibilities assigned to the Center Commanders by SAF/AQ and the SIE, AFMC's Engineering and Technical Management Directorate's Standardization Division (ENS) developed a Performance Specification Writing Course for Technical Personnel. The course was designed to address technical issues and problems because writing MilSpecs and conversion to performance specifications falls to the engineering and technical writing communities. Course content is designed to limit discussions about acquisition policy and guidance (handed down from SAF/AQ and HQ AFMC/EN), and primarily concentrates upon MilSpec conversion exercises, recognition of RFP-acceptable performance-based specifications proposed by class members, and student-generated debates within the pre-arranged student workshops. The workshops constitute the primary vehicle that teaches the students quickly to identify the sub-indentures of a system specification and understand the purpose of each section that comprises the sample specification. Student teams are tasked to convert MilSpecs from both complex and non-complex Air Force systems to performance specifications; and to provide reasons for their decisions in a briefing prepared for the entire class by the team's leader. Graduating students are awarded a certificate of achievement.

During FY 1995, HQ AFMC/ENS responded to requests for MSSR training by using a "Roadshow" format. This approach required a traveling Integrated Product Team (IPT) comprised of government and contractor personnel to visit each site and hold courses at a designated facility. The IPT visited its first site on November 7, 1995, and concluded its training on December 21, 1995, reaching 630 students.

The success of the ENS initial venture in training AFMC's engineering and technical management community prompted a follow-on course in recognizing and writing performance specifications. During FY 1995, 1,611 technical personnel requested training; 981 acquisition employees still need to be enrolled in the Performance Specifications Writing Course.

The course is continually being improved, and changes to be started with the next course include:

a. a minimum of two days of training for each facility

b. expanded workshops, and additional in-class (individual) exercises

c. at least two MilSpecs that must be converted totally to performance-based specifications (Section 1 through Section 6)
d. expanded opportunities for additional students to serve in roles as workgroup leaders and exercise consultants

The new course will begin on March 14, 1996. So far, 13 AFMC customer sites are tentatively scheduled to receive visits by the training IPT. In addition to the sites visited in FY 1995; the IPT will visit test centers--Air Force Flight Test Center, Edwards AFB, CA, Air Force Development Test Center, Eglin AFB, FL, Arnold Engineering Development Center, Arnold AFB, TN, and the Space and Missile Systems Center, Los Angeles AFB, CA.

In accordance with the Air Force Implementation Plan for Acquisition Reform of Specifications and Standards, training responsibilities are transitioning to HQ AFMC/DP as part of Lightning Bolt # 9--"Enhancing Our Acquisition Workforce With a Comprehensive Education and Training Program That Integrates Acquisition Reform Initiatives."

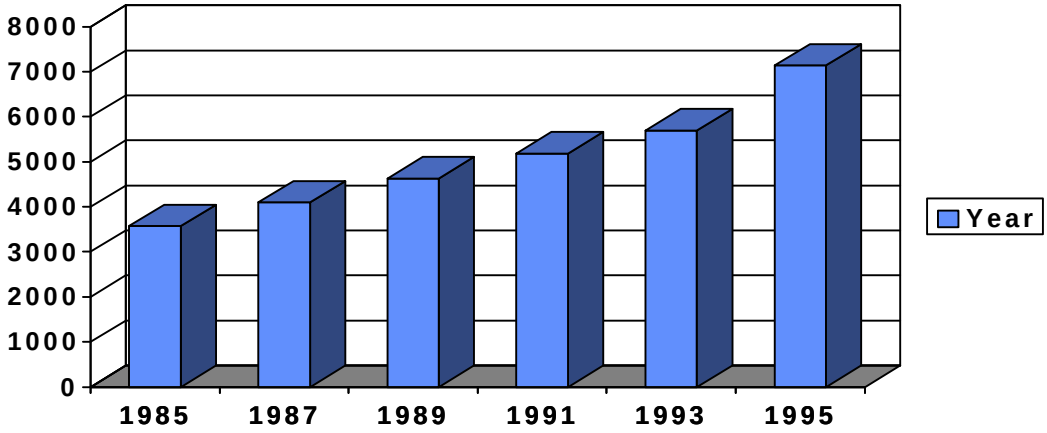
Air Force personnel should contact **Lowell Black** at HQ AFMC for training locations or questions. His number is 513-257-5566 or DSN 787-5566.

In Memoriam

The many friends of **Howard Wildman**, NAVSEA, mourned his passing on January 3, 1996. **Howie**, as he was known by his many friends and co-workers, will be missed for his wonderful personality and genius.

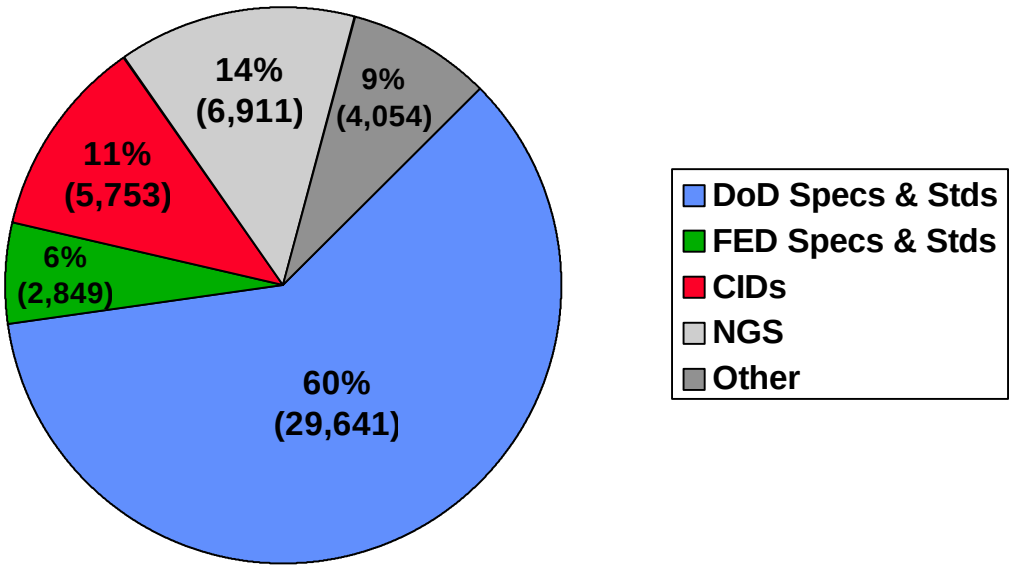
Howie was the Department of the Navy's 1994 winner of the Defense Standardization Program Award for Individual Excellence. This award recognized his many accomplishments and true leadership. His many friends in the Department of Defense (DoD), especially in the Department of the Navy, extend sympathy to his wife Deborah and their children. **Howie** will always be remembered for his leadership, commitment, accomplishments, and friendship as well as in industry and throughout the DoD.

Increase in DoD Adopted NGS



DoDISS STATISTICS

(November 1, 1995)



Points of Contact for the Defense Standardization Program (February 1996)

Following is an updated list of the Departmental Standardization Office Heads, and the Standards Improvement Executives (SIEs). The Defense Standards Improvement Council (DSIC) is comprised of the SIEs. **Changes are in boldface type**

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